
Religious Ministry Support in the US Marine Corps



U.S. Marine Corps

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CHANGE 1 TO MCWP 6-12

1. Marine Corps Warfighting Publication (MCWP) 6-12, *Religious Ministry Support in the U.S. Marine Corps*, should be changed as follows:
 - a. On page vii of the Table of Contents, delete the lines and page numbers for "Religious Program Specialist Training" and "Religious Ministry Team Training."
 - b. On pages 5-3 and 5-4 of Chapter 5, delete the entire paragraphs relating to "Religious Program Specialist Training" and "Religious Ministry Team Training."
 - c. No replacement paragraphs or text are to be inserted.
 - d. On all even numbered (left) pages, change "MCRP" to "MCWP" in the header line.
2. Reviewed and approved this date.

BY DIRECTION OF THE COMMANDANT OF THE MARINE CORPS



EDWARD HANLON, JR.

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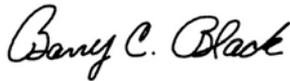
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PREFACE

As Lieutenant General Knutson noted in his foreword, this publication describes the Chaplain Corps' philosophy of providing ministry to the Marine Corps. This ministry is possible because of the partnership formed by the U.S. Marine Corps and the U.S. Navy Chaplain Corps, forged in freedom and tempered in the adversities faced together over two centuries of chaplains serving with Marines.

It is my hope that this keystone publication will give commanders and chaplains a clear understanding of the purpose, mission, and principles of religious ministry support and religious accommodation. This, and subsequent publications, will serve as the tools that will enable religious ministry teams to continue to provide the highest quality pastoral care to Marines, Sailors, and their families.

Godspeed in your ministry to the men and women serving in the U.S. Marine Corps.

A handwritten signature in black ink that reads "Barry C. Black". The signature is written in a cursive, flowing style.

BARRY C. BLACK
Rear Admiral, Chaplain Corps,
United States Navy Chief of Chaplains

To Our Readers

Changes: Readers of this publication are encouraged to submit suggestions and changes that will improve it. Recommendations may be sent directly to Commanding General, Marine Corps Combat Development Command, Doctrine Division (C 42), 3300 Russell Road, Suite 318A, Quantico, VA 22134-5021 or by fax to 703-784-2917 (DSN 278-2917) or by E-mail to **morgann@mccdc.usmc.mil**. Recommendations should include the following information:

- Location of change
 - Publication number and title
 - Current page number
 - Paragraph number (if applicable)
 - Line number
 - Figure or table number (if applicable)
- Nature of change
 - Add, delete
 - Proposed new text, preferably double-spaced and typewritten
- Justification and/or source of change

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Unless otherwise stated, whenever the masculine gender is used, both men and women are included.

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Chapter 1

Fundamentals

Free Exercise of Religion

The First Amendment of the United States Constitution guarantees the free exercise of religion. Navy chaplains and Religious Program Specialists (RPs) accompany Marines and Sailors to assist commanders in providing for the right of free exercise of religion to all personnel.

Navy chaplains are professionally qualified clergy of recognized faith groups that have endorsed these men and women to provide religious support to the Department of the Navy. Their ministry serves to promote the spiritual, religious, ethical, moral, corporate, and personal well-being of Marines, Sailors, family members, and other authorized persons appropriate to their rights and needs. The *Code of Ethics for Navy Chaplains* is presented on page 1-6.

Authority and Responsibility

This publication sets forth the doctrine of religious ministry support (RMS) in the United States Marine Corps (USMC). It has been prepared pursuant to the authority granted the Commandant of the Marine Corps (CMC) and the Chief of Chaplains by SECNAVINST 1730.7, *Religious Ministry Support within the Department of the Navy*. The principles and doctrine contained in this manual constitute the formal authority and assignment of implementation responsibilities by the CMC to all commanders.

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The guidance in this publication is authoritative; as such, this doctrine will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise.

Establishment and ongoing support of religious ministries in the USMC is the responsibility of all Marine commanders.

Execution

Navy chaplains are assigned as principal staff officers to provide religious ministries to help commanders develop, implement, and support religious ministries at every command level. Chaplains provide commanders with professional advice and counsel on religious, spiritual, moral, and ethical issues. Chaplains are organizationally placed under the chief of staff/executive officer while retaining direct access to the commanding officer on matters relating to RMS in accordance with U.S. Navy Regulations.

Navy RPs or enlisted Marines serving as chaplain assistants (CAs) provide chaplains with required administrative support and armed protection when in combat or military operations other than war (MOOTW).

Mission

The mission of RMS in the Marine Corps is to accommodate the religious practices of personnel to facilitate the free exercise of religion for the Marines and Sailors serving in the Marine Corps, their family members, and other authorized personnel.

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RMS develops and strengthens the spiritual and moral well-being of Marines, Sailors, their family members, and other authorized personnel, thereby enhancing personal, family, and unit readiness of the Marine Corps.

Religious Pluralism in the Marine Corps

The religious context of the Marine Corps, like that of American society at large, is one of religious pluralism, where independent faith groups and religious bodies coexist in mutual respect. Because of the impracticality of providing professional leaders/clergy of every faith or denomination on every ship, station or base, the Department of the Navy and the religious bodies of America have jointly evolved a pattern of cooperative ministry. The nature of RMS in the Marine Corps is a direct result of this evolution of cooperative ministry in today's culturally diverse society.

The Marine Corps does not generate religious ministry. It receives ministry support requirements from its Marines and Sailors who are members of the religious bodies throughout American society. The United States Navy Regulations state that the commanding officer shall use all proper means to foster high morale; develop and strengthen the moral and spiritual well-being of personnel under his or her command; and ensure that chaplains are provided the necessary logistic support for carrying out the command's religious programs to provide maximum opportunity for the free exercise of religion by members of the naval service.

SECNAVINST 1730.8, *Accommodation of Religious Practices*, states: "Department of the Navy policy is to accommodate the doctrinal and traditional observances of the religious faith practiced by individual members when these doctrines or observances

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will not have an adverse impact on military readiness, individual or unit readiness, unit cohesion, health, safety or discipline.” This policy implies that the commander will—

- Make provisions to accommodate the religious needs of every member of the command within these limits.
- Cooperate with other commands in meeting the specific faith group requirements of their command members and all service-members, family members, and other authorized personnel.

Religious Ministry Team

The religious ministry team (RMT) consists of the chaplain(s), RPs, and other designated command members (e.g., CAs, civilian staff, and appointed lay leaders).

The RMT is the commander’s primary asset for comprehensive RMS for the unit(s) assigned. Every unit is supported by an RMT. When a unit does not have a chaplain, RMS is provided by an RMT assigned by higher headquarters.

The composition of each command’s RMT will be determined by the command’s mission and table of organization (T/O). Each RMT will have a minimum of one assigned Navy chaplain. RPs assist chaplains in providing RMS.

Operational Religious Ministry

Whereas RMS includes the entire spectrum of tasks and activities required to accomplish the Marine Corps religious ministries mis-

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sion, operational religious ministry includes those tasks and functions performed by the RMT in direct support of the Marines, Sailors, family members, and other authorized personnel of the command to which they are assigned. Tasks and functions include the following:

- Divine services.
- Sacraments.
- Rites.
- Ordinances.
- Pastoral counseling.
- Visitation.
- Religious and moral education.
- Ethics education.
- Critical incident debriefings.
- Advising the commander on religion, ethics, morals, morale, and indigenous religions and customs.

CODE OF ETHICS FOR NAVY CHAPLAINS

1. I will hold in trust the traditions and practices of my religious body.
2. I will carefully adhere to the directions conveyed to me by my endorsing body for maintenance of my endorsement.
3. I understand, as a Navy chaplain, I must function in a pluralistic environment with chaplains and delegated representatives of other religious bodies to provide for ministry to all military personnel and their families entrusted to my care.
4. I will provide for pastoral care and ministry to persons of religious bodies other than my own within my area of responsibility. I will work collegially with chaplains and delegated representatives of religious bodies other than my own as together we seek to provide the most complete ministry possible to our people. I will respect the beliefs and traditions of my colleagues and those to whom I minister.
5. I will, if in a supervisory position, respect the practices and beliefs of each person I supervise. I will, to the fullest extent permissible by law and regulations, exercise care not to require of them any service or practice that would be in violation of the faith and practices of their particular religious body.
6. I will hold in confidence any privileged communication received by me during the conduct of my ministry. I will not disclose confidential communications in private or public.
7. I will model personal integrity and core values.

Chapter 2

Roles and Functions

The chaplain is endorsed by his/her religious body, which is the source of the chaplain's ecclesiastical/professional credentials and determines the substantive nature of his/her ministry. The relationship the chaplain has with his/her religious body is not separate from, but coexists with an equally binding relationship to the Navy/Marine Corps. The conditions, standards, and context for ministry are determined by the naval service and the nature of military operations. The Navy/Marine Corps grants the chaplain the right of conducting ministry not as an outsider visiting a military installation or participating in a military operation, but as a member of the command with official duties and responsibilities. As a naval officer serving on the staff of the Marine commander, the chaplain will—

- Provide ministry within the framework of the Command Religious Program (CRP).
- Adapt this ministry to the requirements, conditions, and standards of the Marine Corps.
- Conduct this ministry in coordination with the ministry of other chaplains, according to guidance of the Chief of Chaplains.
- Design this ministry to meet the religious needs of the personnel of the command, their family members, and other authorized personnel.

Professional Qualifications and Limits

The term “professional” in this publication refers to those aspects of the chaplain’s role that are determined not by the Marine Corps, but by the chaplain’s identity as a member of the clergy whose profession is the ministry of religion.

The term “clergy” in this publication refers to all professionally qualified religious leaders/representatives endorsed by religious faith groups for military chaplaincy.

In the act of endorsing their clergy for naval commissions, the religious bodies of America accept—

- Placing professional representatives under military command;
- Subjecting those so endorsed to military regulations and directives;
- Principle of command responsibility for the spiritual and moral welfare of naval personnel; and
- Necessity of cooperative ministry.

In return, the religious bodies receive the right of extending their ministries to Navy, Marine Corps, Coast Guard, and Merchant Marine Academy personnel and their families.

Although chaplains may possess other credentials—such as professional degrees; state credentials as clinical counselors, physicians, and psychologists—the Navy and Marine Corps have not granted chaplains either the authority or privilege to function in another professional discipline. Therefore, a chaplain’s only professional capacity while serving as a Navy chaplain is as clergy.

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The maintenance of ecclesiastical/religious credentials (for example, status as an ordained member of the clergy or professional representative of a religious body and a valid ecclesiastical/faith group endorsement) is the official responsibility of each chaplain. Chaplains maintain all required relationships with their faith group's endorsing agent. Chaplains are authorized direct contact with their own endorsing agent. Chaplains are not authorized to contact endorsing agencies regarding other chaplains. The Chief of Chaplains has responsibility for liaison with endorsing agents and faith group officials in matters of professional credentials and other administrative matters relating to ministry requirements, expected competencies, and other needs and expectations of the Navy.

The focus of ministry for chaplains assigned to the Marine Corps is providing RMS to the men and women serving in the Marine Corps and their family members. Command chaplains in the same geographical area or area of responsibility (AOR) will ensure faith group coverage is coordinated when possible. SECNAVINST 1730.7 provides guidance for outside employment or religious obligations by chaplains.

Forms of Address

In verbal or written communications, chaplains are addressed in accordance with U.S. Navy Regulations. Chaplains of all ranks are addressed and introduced properly by the term "chaplain."

Terms of address that are common within particular faith groups or denominations (e.g., Father, Pastor, Rabbi, Imam) may be used appropriately in relationships within that faith group. The

term “chaplain” expresses the identity of the clergy within the military community.

Noncombatant Status

Chaplains are forbidden to carry weapons. (SECNAVINST 1730.7; OPNAV 1730.1, *Religious Ministries in the Navy*; MCO 1730.6, *Command Religious Programs in the Marine Corps*; and the Marine Corps Manual) This restriction arises from the provisions of the Geneva Conventions of 1949 that accord a special protective and noncombatant status to chaplains. Pursuant to the Geneva Conventions, chaplains are exempt from being treated and retained as prisoners of war, and they are permitted to carry out their religious duties after falling into enemy hands. To be entitled to this immunity, chaplains must at all times, both in time of war and in time of peace, be engaged exclusively in religious duties; and they must always abstain from hostile acts. The Department of the Navy’s policy is that bearing arms is incompatible with a chaplain’s religious functions and spiritual duties. An individual chaplain who violates this policy endangers the non-combatant status of other chaplains.

Functions

Chaplains perform the duties of principal staff officers. The command chaplain (senior chaplain of a command) may be designated assistant chief of staff for religious ministries, providing religious ministry and pastoral care for the moral well-being and quality of life of Marines, Sailors, and their family members.

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Under the cognizance of the chief of staff/executive officer, chaplains retain direct access to their commanding officers on matters that, in their judgment, should be directed to the commander's attention. However, they will keep the chief of staff/executive officer informed of all direct communications.

Chaplains consult directly with supervisory chaplains regarding professional concerns. When the professional matter has military or command implications and is not clearly distinguished from such implications, the chaplain will keep the commander/commanding officer informed.

RMS functions include the following:

- Command advisory.
- Religious ministry.
- Outreach.
- Pastoral care and religious accommodation.
- Training and education.
- Supervisory.
- Administrative.

Authority to Sign "By Direction"

As the assistant chief of staff/principal staff officer for RMS authorized to administer the CRP, the command chaplain is authorized in writing by the commander/commanding officer to sign "By direction" for the commander/commanding officer. This "By direction" authority is limited to the specifics of the assigned duties and responsibilities of the command chaplain.

In accordance with U.S. Navy Regulations and SECNAVINST 5216.5, *Department of the Navy Correspondence Manual*, “By direction” authority is conferred in writing and remains in effect until the officer is transferred or until rescinded in writing by the commander/commanding officer.

Privileged Communication and Confidentiality

Certain personal communications between a Marine or Sailor and the chaplain are protected by law. Such “privileged communication” is defined by the Manual for Courts-Martial, *Military Rule of Evidence 503*. This basic right of all Marines and Sailors will be protected by every chaplain. It is important to note that this right is the servicemember’s—not the chaplain’s—and is therefore protected regardless of the chaplain’s concept of privileged communication, confidentiality, religious traditions, practices or requirements.

Confidentiality stems from the relationship of trust. When someone is told something “in confidence” the hearer is entrusted with information that a person desires to be kept secret or private (i.e., between the two of them). Confidentiality implies that a servicemember can trust the chaplain to share in this private matter or personal crisis with the assurance that the chaplain will not break that trust. The commander has a legitimate expectation that the chaplain can be trusted to do the right thing with this information. When it becomes clear that certain information is not “privileged/confessional” in nature and, in the best interest of the person involved, should be disclosed by the individual, the chaplain is expected to assist the individual in identifying the appropriate means of self-disclosure without violating the individual’s trust.

Conscientious Objection

Various Navy and Marine Corps manuals, orders, and bulletins task chaplains with specific responsibilities for completing personal interviews involving persons seeking conscientious objector status or refusing medical treatment on religious grounds. In cases where either the servicemember or the unit chaplain perceives that such an interview may compromise “privileged communication,” another chaplain is obtained to complete the requirement.

The Chaplain of the Marine Corps provides guidance for privileged communication, confidentiality, and conscientious objector status requests in accordance with policies established by the Secretary of the Navy and the Chief of Chaplains.

Religious Program Specialists

RPs are trained and uniquely qualified Sailors assigned with chaplains to provide RMS. The general duties of RPs serving with the Marine Corps include—

- Providing security for the chaplain in combat.
- Preparing facilities used for religious services and programs in the field and in garrison; operating audio-visual equipment; coordinating activities in support of worship services, education programs, spiritual renewal activities, and humanitarian assistance and community relations projects; and performing other military duties, as required.
- Preparing, typing, and processing official correspondence; typing and processing ecclesiastical, facility, and equipment reports

and records; maintaining and updating documents, directives, and instruction files; and performing receptionist duties.

- Conducting inventories, safeguarding and maintaining equipment, managing the operational ministry budget, ordering supplies, and preparing maintenance requests.
- Assisting the chaplain at all ceremonies including: weddings, funerals, memorial services, baptisms, and special religious services and activities.
- Serving as driver for the chaplain (must have valid military driver's license) and performing regularly scheduled preventive maintenance on assigned vehicles.
- Maintaining the RMT's table of equipment (T/E) and mount-out supplies in preparation for embarkation.
- Performing other duties as assigned by the chaplain.

Chaplain Assistants

When an RP is not assigned to a unit where a chaplain is assigned, the commander may assign any qualified Marine to serve as the CA. Marines assigned as CAs remain militarily and administratively responsible to their commanding officer; however, they work directly for the chaplain to whom they have been assigned. CAs are expected to perform the same duties as RPs. In cases where skill and proficiency are lacking, chaplains will ensure that training is provided.

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Auxiliary Chaplains, Contract Chaplains, and Clergy

Commanders are authorized to employ auxiliary chaplains, contract chaplains, and/or clergy for occasional ministries to carry out their responsibilities for RMS. SECNAVINST 1730.3, *Employment of Civilian Clergy*, provides guidance for such employment. When required to meet faith group requirements, such support will be coordinated by commands within the same geographical areas or AORs.

Religious Lay Leaders

The authority for lay leaders is granted in the Navy Military Personnel Manual (MILPERSMAN), paragraph 1730-010, *Use of Lay Leaders in Religions Services*, and MCO 1730.6, *Command Religious Programs in the Marine Corps*.

Chaplains advise commanders concerning the need for the appointment of lay leaders for their commands. The right to free exercise of religion ensures individuals are provided opportunities to participate in the institutionalized requirements and practices specified by religious bodies or faith groups, within the limitations and structure of the military institution (SECNAVINST 1730.8). The position of lay leader serves to assist the command in providing these opportunities for specific faith practices.

Volunteers representing these faith groups are trained to assist in the mission of RMS. Commanders then appoint these men and women in writing to serve as lay leaders to supplement the RMT in meeting the identified religious rights and needs. Appointment by

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the command implies the authority to terminate such appointment when necessary, removing that individual from participation in a leadership role in the CRP. This appointment conveys no ecclesiastical/religious status to the servicemember.

Command chaplains maintain a list of appointed lay leaders. A copy of each lay leader's appointment letter is added to his/her personnel record. RPs shall not be appointed as lay leaders (MILPERSMAN 1730-010).

Chapter 3

Organization and Administration of Religious Ministry Personnel

Chief of Chaplains

Religious Ministries in the Department of the Navy is responsible to the Secretary of the Navy for RMS. The functions and responsibilities prescribed in SECNAVINST 1730.7 are applicable throughout the naval services.

Commandant

The CMC is empowered by SECNAVINST 1730.7 to issue orders related to RMS and implement RMS policies and procedures throughout the Marine Corps.

The Chaplain of the Marine Corps/ Deputy Chief of Chaplains

The Chaplain of the Marine Corps is the Deputy Chief of Chaplains. The Chaplain of the Marine Corps is on the staff of the CMC, reporting directly to the Chief of Chaplains and the CMC. The Chaplain of the Marine Corps advises the CMC and Headquarters, USMC staff agencies on all RMS matters throughout the Marine Corps. (MCO 1730.6)

Organizational Structure and Placement

Navy chaplains and RPs are assigned to Marine Corps commands by written orders from the Naval Personnel Command according to the Marine Corps T/Os and Navy manpower authorizations. Each Marine Corps command's Navy Activity Manning Document (AMD) lists chaplain and RP billets corresponding to the command T/O. The Chief of Chaplains, in consultation with the Chaplain of the Marine Corps, advises Total Force Structure Division (TFSD), Marine Corps Combat Development Command (MCCDC) regarding billet placement, quality, and staffing levels for chaplains and RPs. TFSD ensures Marine and Navy structure/manpower documents correctly reflect the validated requirements in accordance with MCO 5311.1, *Total Force Structure Process (TFSP)*.

Deployable commands (e.g., Marine Corps forces [MARFOR]) have highest priority in billet placement and manning authorization to ensure the direct RMS requirements for expeditionary forces are met.

Billet placement for operational support commands (i.e., training commands and bases) are structured to ensure direct RMS is provided for all Marines, Sailors, and their family members. Authorized manning levels are monitored by the Chaplain of the Marine Corps to ensure the required RMS is provided.

The Chaplain of the Marine Corps, in consultation with the MARFOR chaplains, advises the Chief of Chaplains regarding additional RMS requirements for Marine commands assigned or attached to naval expeditionary forces (for example, Marine air-ground task forces [MAGTFs]). The Chief of Chaplains identifies available RMS personnel to assist in meeting the RMS require-

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ments of Marine commands that become component units in joint operations and training exercises (joint task forces, etc.) and multinational military operations.

Assignment of Chaplains and Religious Program Specialists

Chaplains are commissioned as Navy officers with the understanding that they can be assigned to serve with the Marine Corps.

RPs are required to sign a statement of understanding that they are eligible to serve with the Marine Corps as combatants.

Chaplains and RPs are assigned to the Marine Corps with the understanding that they are required to comply with the unique requirements and standards for Navy personnel serving in the Marine Corps.

In Marine commands where the T/O has more than one chaplain and RP, the command chaplain advises the commander concerning their placement and assignment within the command. The assignments are made in accordance with the command's T/O. Commands ensure the Marine T/Os and Navy AMD are reconciled and staffing levels are regularly reported to the Chaplain of the Marine Corps.

Uniform and Grooming Standards

Navy personnel are given the option to wear identified Marine Corps uniforms when assigned to a Marine Corps unit. Enlisted Sailors opting to wear Marine uniforms are authorized to wear and be issued the Service Dress “A,” “B,” and “C” uniforms. With this option, Sailors agree to adhere to the grooming standards of the Marine Corps. Sailors who do not take the Marine Corps uniform option maintain Navy grooming standards. Uniform and grooming standards are prescribed for Navy personnel serving with the Marine Corps in MCO P1020.34, *Marine Corps Uniform Regulations*.

Expeditionary Skills Standards

The Chief of Chaplains establishes the requirements and standards for essential Marine Battle Skills and RMT expeditionary skills for chaplains and RPs serving with the Marine Corps.

Billet Management

The Chief of Chaplains is responsible for the staffing requirements for chaplains and RPs within the Marine Corps. The Chief of Chaplains (CNO N971, Director, Manpower and Community Management), in consultation with the Chaplain of the Marine Corps, advises TFSD regarding billet placement, quality, and staffing levels for chaplains and RPs.

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The staff chaplains of Marine Corps Forces, Atlantic; Marine Corps Forces, Pacific; and Marine Corps Forces, Reserve regularly report chaplain and RP staffing levels to CNO N971, Director, Manpower and Community Management, and as required to the Chaplain of the Marine Corps.

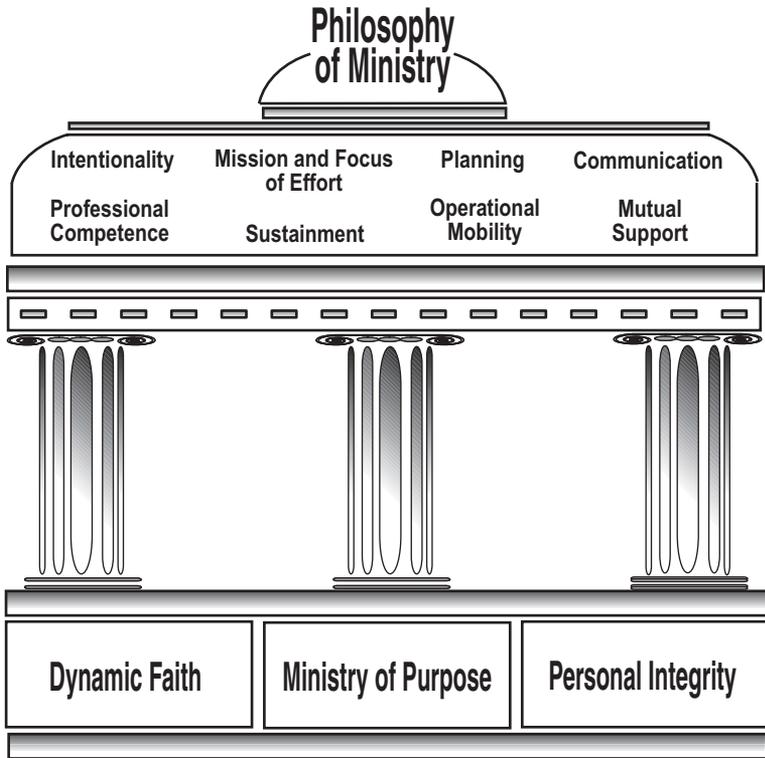
Chapter 4

Operational Religious Ministry Principles

Whether the command is training or executing a mission, in peacetime, in combat or MOOTW, RMTs are there to accommodate the religious practices of personnel to facilitate the free exercise of religion for the Marines and Sailors serving with the Marine Corps. Every RMT action should be guided by this intent.

Operational religious ministry must be responsive both to the personal needs of the troops and to the commander's mission. The nature and extent of the operational religious ministry will be appropriate to the command's mission, location, alert status, operating environment and tempo, current threat, and other conditions that affect ministry requirements. As these conditions may change in a matter of hours as a result of world events or political decisions, flexibility remains essential.

It is both impractical and impossible to prepare a detailed plan of action for every possible circumstance. An effective religious ministry support plan (RMSP) reflects eight interrelated operational religious ministry principles or building blocks. For chaplains serving the men and women of the Marine Corps, dynamic faith, ministry of purpose, and personal integrity form the foundation for this philosophy of ministry.



Intentionality

Operational religious ministry flows from an expeditionary mindset. Time, personnel, and the limited resources of expeditionary forces demand intentional actions at every level.

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Therefore, RMT actions must also be deliberate. Decisions concerning what ministry is appropriate must consider the unintended consequences as well as the immediate need. During any operation or exercise, the “right” ministry will meet the greatest need while supporting the primary mission of the command. Ministry, in any form, should neither interfere with the mission nor cause the RMT to become a liability to the unit. In the fluidity of military operations, ministry to a wounded or dying Marine or Sailor may instantly become the focus of effort. Ministry is intentional, proactive, and responsive. This ministry of purpose extends beyond ministry of presence. An RMT that is simply present with the troops is not a force multiplier.

Mission and Focus of Effort

The primary task of RMTs in every military operation is to provide and facilitate appropriate ministries to support the religious needs and preferences of all members of the force/command. In times of crisis, such religious ministries are the core of the RMT’s role in support of the commander’s mission and the force’s operational readiness. This is the commander’s priority for the RMT employment. Military operations that involve misplaced persons, evacuees, and migrants may present the commander with unique challenges. Employing RMTs to assist with these groups detracts them from their primary role of direct support of operational forces. RMTs are the commander’s only means available to meet certain religious requirements for their troops.

Planning

As with all aspects of military expeditions, effective RMS begins with planning and predeployment actions. Every aspect of the RMS Planning, Programming, and Budgeting System (PPBS) is focused on providing an innovative and comprehensive CRP for Marines, Sailors, and their families. Whether deployed or preparing for deployment, troops and their families are entitled to deliberate, well-executed religious programs that focus on their needs and requirements.

MCDP 5, *Planning*, identifies five keys of planning and plans. These keys are central to the development and implementation of a comprehensive RMSP for any operation.

Planning Key # 1

Plans direct and coordinate action by instructing those within the unit what to do and informing those outside the unit how to cooperate and provide support.

Effective ministry is both proactive and responsive. RMTs can anticipate the fundamental requirements for ministry during the planning of an operation or exercise. This allows for intentional preparation and coordination of effort. As with any operation planning, RMTs must consider the external, internal, and task-related factors when planning and coordinating operational religious ministry. Such factors include a clear understanding of the commander's estimate; a comprehensive analysis of local religions; the impact of religious customs, traditions, and culture on the mission, etc. Timely and accurate RMT input to the command's deliberate planning process is essential for the develop-

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ment of the operational religious ministry section of the commander's estimate and the operation order/plan.

Planning Key # 2

Planning develops a shared situational awareness.

The impact that culture and religion may have on the mission will depend largely on the role religion plays in the daily life of the opposing force and indigenous population (for example, daily prayers may be a requirement for practicing members of a particular faith). RMTs may need to brief commanders that certain activities or behavior may be perceived as inflammatory by members of the opposing force and/or indigenous persons and therefore cause unintended consequences.

Situational awareness includes attention to all factors that impact individual and unit readiness. When Marines are unprepared physically, mentally or spiritually, it is difficult for them to focus on their mission. In times of stress or crisis, overlooking basic religious needs—such as required sacramental or ritual observances—and essential faith practices can have a negative impact on personal readiness and unit morale.

Planning Key # 3

Planning generates expectations about how actions will evolve and how they will affect the desired outcome.

Religious ministry during operations focuses on essentials. Much of the RMT's ministry to command members takes place as they are preparing for an operation. By proactive planning and providing for the religious requirements of the force, RMTs ensure

effective response to emerging religious ministry needs (for example, ministry to the wounded and dying, and assistance with evacuations). Commanders expect their RMTs to be accessible and ready to respond. RMTs are commanders' only staff members prepared for this critical role.

Planning Key # 4

Planning supports the exercise of initiative.

Rapid planning responds to current conditions and changing events. RMTs are trained to adapt ministry to the changing environment and emerging needs. While force planning for RMS is done at the major subordinate command level and higher, all levels of command include operation planning for religious ministry. By being involved in planning an operation, the RMT planner can better anticipate where the need(s) will be. If unforeseen needs arise, the RMT can decide and act in accordance with the intent of the plan (for example, where and when to administer sacraments, prayers, and ministry to the wounded and dying).

Planning Key # 5

Planning shapes the thinking of planners.

RMTs must take into consideration how their actions will affect the readiness and effectiveness of the Marines and Sailors to whom they minister. RMS maintains situational awareness, providing ministry at the appropriate time. When, in the course of an operation, religious ministry plans are overcome by events, RMTs must adapt and move on. Ministry to people must never be allowed to jeopardize the security of those to whom the ministry is provided.

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There will be times when RMTs must react rather than plan to respond. That does not relieve RMTs from the responsibility of planning. Planning helps ensure that one's reaction to the unexpected is the appropriate response. It is through planning, testing, and *replanning* that chaplains and RPs develop their ability to respond appropriately.

Planning Pitfalls

There are several pitfalls to planning. Awareness of the following common mistakes will assist RMTs in guarding against them:

- Attempting to forecast and dictate events too far into the future.
- Trying to plan in too much detail.
- Using planning as a scripting process that tries to prescribe friendly and even enemy actions with precision.
- Adapting institutionalized planning methods that lead to inflexible thinking and rigid procedures.

Communication

The keys to communication in operational religious ministry are information, location and accessibility, and reporting.

Information

Information is the content of communication. Commanders require enough information to make informed decisions regarding the levels of operational religious ministry required. The working relationships between commanders, chaplains, and the other unit leaders are the cornerstones to this communication process. The

information flow must remain continuous to allow RMTs to identify RMS requirements and to match emerging needs with command capabilities. RMTs also provide commanders with relevant information regarding the culture, religion, traditions, and customs of the opposing force and/or indigenous population.

Location and Accessibility

During any operation, RMTs need to be positioned where they are best able to provide responsive ministry. Whether in garrison, forward deployed or in combat, as information about the command status, operation or mission becomes available, RMTs adjust their ministry to suit the situation. Chaplains and RPs are positioned where they can immediately respond to emergencies and stay aware of the command's current status.

Reporting

The RMTs participate in the command communication loop by keeping their commanders and unit leaders informed of their movements and locations. When directed, they report their status to higher headquarters. Verbal and written religious ministry reports are provided as required by the commander.

Professional Competence

Chaplains must be professionally competent to provide operational religious ministry to the men and women serving in the Marine Corps. The tasks, conditions, and standards for the training of chaplains and RPs focus on developing the competence of the RMT in concept and in practice. The practical skills of pro-

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viding ministry in the adverse and austere conditions of expeditionary operations set the unique military ministry requirements of RMTs apart from any other ministry setting.

RMT training is developed from practical, challenging, and progressive goals that build on the professional clergy's expertise. Integration into command training and operations enhances the RMT's effectiveness to the Marine Corps. Chaplains and RPs develop and improve their field ministry skills by performing field ministry in all settings. Marines and Sailors should expect RMTs to provide the same operational religious ministry in training as they would provide in combat.

Professional military education (PME) is designed to maintain the top level of professional competency in the professional discipline of religious ministry. Professionally competent chaplains, assisted by trained and qualified RPs, gain the credibility in the eyes of their Marines by training to the same standards. Because of their shared experience and personal understanding of the Marine Corps, RMTs are better able to provide personal ministry, pastoral care, and support to Marines, Sailors, and their families.

Sustainment

Sustainment is the ability to keep up or keep going, as an action or process. Keys to the sustainment of operational religious ministry are logistics, reserve integration, and self-care.

Logistics

To maintain operational RMS, RPs become the RMT's vital link for effective use of the command logistic support/resupply network. By maintaining regular liaison with the unit's logistics officer and supply personnel, RPs ensure essential religious ministry supplies are included in the command's resupply network.

Effective RMTs plan and prepare for the next possible religious ministry requirement (short and long range) while taking care of the current need. Chaplains and RPs from higher echelons—for example, Major Subordinate Commands and Marine Expeditionary Forces—make a critical difference in the effectiveness and morale of operational level RMTs by ensuring they are resupplied and provided relief and assistance during sustained/extended operations.

Reserve Integration

Naval Reserve chaplains and RPs are equipped and trained to the same standards as their active counterparts. During training and operations, reserve chaplains and RPs become intimately familiar with RMS concepts and standards, standing RMSPs, emerging Marine Corps religious ministry requirements across the range of military operations, and the political and situational limits of RMS. When mobilization occurs, this prior training and experience ensures a swift and seamless transition by reservists to active billets and mobilization with Marine units. Chaplains and RPs must be prepared to mobilize to any environment, whether they are called to active duty with their Marine reserve unit or are required to fill vacancies in an active command's RMT. Continuous integrated active/reserve training facilitates such seamless transitions.

Self-Care

The importance of RMT self-care cannot be overstated. Chaplains and RPs can fall victim to fatigue and stress just as easily as the Marines and Sailors they serve. The practice of basic physical, mental, and spiritual disciplines go far in keeping the RMT in condition to care for others.

Operational Mobility

RMTs are positioned where they can best provide ministry and respond to crises. In combat and MOOTW, they are positioned as far forward as feasible to provide operational religious ministry to the Marines and Sailors in contact with the enemy. During training and when forward deployed, religious ministry programs and pastoral care are included as an integral part of command training exercises and operation schedules. RMT participation in ongoing training is essential for Marines and Sailors to become familiar with the role of the RMT. When in garrison, RMTs are accessible to both command and family members.

Planning for RMS enables the command to prioritize transportation assets for RMT use. Not all religious ministry requirements can be planned; whenever possible, RMTs should coordinate transportation requirements and religious programs with other command activities. Providing divine services, sacraments, and other pastoral care during the preparation phase of an operation or mission can free RMTs for the emergency and critical response ministries required during combat and crises.

When helicopters are being used for unit transportation, RMTs can coordinate with the air planning board to be included on “lifts

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of opportunity.” Coordination and communication are critical in ensuring the urgent ministry requirements are met through dedicated RMT transportation assets.

Two critical elements of RMT operational mobility are:

- Ensuring commanders and small unit leaders are informed regarding their RMT’s location and schedule, and
- Including RMTs in the communication network.

RMTs are best prepared to respond immediately to emergencies and crises when they are positioned forward, kept informed, remain in the communication loop, and have transportation immediately available.

Mutual Support

Through mutual support, RMTs provide broad comprehensive RMS to their assigned commands and enhance the CRPs of other commands. The key to mutual support is in understanding that chaplains—

- Provide specific religious ministries to members of their own faith.
- Facilitate the direct RMS for members of other faith groups.
- Provide pastoral care to all military members and their families.

Supervision and Mentoring

Senior chaplains within the command structure provide direct supervision of the CRP (e.g., a division chaplain, as the Director for

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Religious Ministries on the staff of the division commander, oversees the CRP at all subordinate command levels). Senior chaplains also function as mentors for less experienced chaplains to help these fellow clergy adjust personally and adapt professionally to the unique military ministry setting. Clergy of similar faith groups or from similar backgrounds are often ideal mentors for new chaplains. This combination of supervision and mentoring enhances the professional and personal development of all chaplains.

Coordinated Efforts between Commands

When an operational force is augmented, the supported commander's responsibility for coordination of RMS extends to his/her entire composite force, AOR or operational area. When possible, the supported commander's senior staff chaplain coordinates faith group support with the supporting commands, to ensure the best faith group coverage for the force. Chaplains are expected to initiate contact and work together to facilitate balanced faith group coverage when possible.

Component Religious Ministry Support

The increase in joint/interagency/multinational exercises and operations has expanded the need for cooperation across Service and national lines. Emerging military chaplaincies are learning about cooperative ministry by observing how well the Navy-Marine Corps team works. Cooperative RMS during combined operations can be coordinated to enrich the spiritual life of U.S. troops. Using RMS personnel from our allies can also enhance the cultural awareness of U.S. troops. JP 1-05 provides guidance for coordination of such efforts.

Pastoral/Professional Care Network

Chaplains maintain professional relationships with other care providers and agencies within the military and civilian communities. Referrals often enable RMTs to provide the type of professional support required by servicemembers and their families. Direct support organizations—such as American Red Cross, Navy-Marine Corps Relief Society, Family Service Centers, Salvation Army—provide a wide range of professional services. RMTs constantly update their working data base of professional services in their geographic area. RMTs maintain close working relationships with legal assistance offices, family readiness and key volunteer programs, family service centers, housing offices, medical and psychiatric offices, hospitals, alcohol and drug rehabilitation centers and offices, and casualty assistance calls officers. Similarly, RMTs' professional relationships with local community religious organizations enable appropriate immediate referrals for specific religious requirements and needs.

Marine Corps Family Team Building

Marine Corps Family Team Building (MCFTB) is a main effort in enhancing family readiness. Chaplains are a natural bridge between families and the chain of command. Given their professional training, position, and role in the command, chaplains assigned to supporting commands (continental United States and overseas) are leading agents for MCFTB. Personal and family readiness staff personnel provide the required direct support for the maintenance and operation of the MCFTB programs, which include Key Volunteer Network; Lifestyles, Insights, Networking, Knowledge, and Skills; Spouses' Leadership Seminar; Chaplains Religious Enrichment Development Operation (CREDO); Prevention and Relationship Enhancement Program (PREP); and New Parent Support (NPS) programs.

Nongovernmental and Private Voluntary Organizations

Good working relationships with and the support of nongovernmental organizations (NGOs) and private voluntary organizations (PVOs) are crucial in meeting the needs of those outside the force/command. RMT initiatives in establishing and maintaining positive relationships with NGOs and PVOs enable commanders to identify possible sources for emerging support requirements that fall outside command resources or authority (e.g., support of migrants, evacuees, etc.). Working with civil affairs officers and public affairs officers, chaplains can assist commanders in matching resources with requirements.

RMTs can advise their commanders concerning the emerging religious ministry requirements and the need for additional NGO and PVO support when an operation involves evacuation or support of displaced persons. Early identification of support requirements that fall outside the assets, capabilities, legal restrictions or limits of the force/command could prove critical in identifying and mobilizing NGO and PVO agencies and other resources.

Proactive coordination and positive working relationships with NGOs and PVOs are essential for successful MOOTW. A chaplain's experiences and working relationships with NGOs and PVOs are vital assets for the commander. As principal advisors, chaplains can facilitate support and working relationships with NGOs and PVOs on-site and/or in country. However, it is the civil affairs officers, not chaplains, who are trained and prepared to effect this NGO/PVO coordination. Tasking RMTs with the responsibility for coordination of the NGO and PVO efforts severely limits their ability to provide RMS and pastoral care to their commands.

Chapter 5

Training and Education Support

Professional Competence and Training

A comprehensive training and PME program ensures RMTs are prepared and qualified to meet the unique religious ministry requirements of military members and their families across the range of military operations. Unlike some tasks chaplains can be trained to perform in a standard manner or pattern, the effectiveness of chaplains' professional competencies is not easily measured (e.g., marriage and family counseling, grief intervention, worship and liturgy).

PME improves and/or expands professional competencies. As a professional staff corps, the Chaplain Corps (i.e., the Chief of Chaplains) has the responsibility to ensure that its members maintain the professional competencies required by the profession.

The focus of Professional Development Training Conferences (PDTCs), Professional Development Training Workshops (PDTWs), PME seminars and workshops, and regional training educate and familiarize chaplains in the current professional trends and methodologies of pastoral care and religious ministries. These trends include enhanced family system concepts, the grief process, and changing legal responsibilities/liabilities for professional counselors.

Certain billets establish requirements for specific professional qualifications, advanced graduate education or academic/clinical accreditation. A subspecialty is a Navy officer manpower classification defined by an operational, technical or managerial field of

interest to the Navy, which requires specialized professional skills or knowledge. Professional subspecialty codes and Additional Qualification Designators (AQDs) for chaplains and Naval Enlisted Classifications (NECs) for RPs are obtained through various combinations of pertinent education, training, and/or experience. Billet subspecialty codes identify certain billets as requiring the chaplain assigned to the billet to possess these specific skills.

Some developments in the professional discipline may have such impact on the practice of religious ministry within the military that the institution must redefine or develop new requirements. When this occurs, the Chaplain Corps develops the policy, doctrine, requirements, and standards. These become the basis for Corps-wide training. Once job skill requirements (core competencies, job task inventories, occupational standards) are established, chaplains and RPs are accountable to the standards to which they are trained.

Chaplain Corps Officer Training

Navy Chaplain Corps officer training is built on a comprehensive integrated approach and is intentionally designed to ensure that both training and education of Chaplain Corps officers are a continuous, progressive process of professional development. The intent is to match individual training, professional development, and advancement requirements with the Navy and Marine Corps RMS requirements. Formal training and professional education begin with accession-level training and continue throughout each officer's career. The system includes Navy Officer Leadership Continuum courses, Chaplain Corps resident training courses, PDT-Cs, PDT-Ws, post-graduate education, local or regional PME,

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distance learning and correspondence courses, and other training and education initiatives.

As professionals, chaplains require balanced career patterns to provide experience and training in the areas of ministry required by the military setting. The Chief of Chaplains continues to identify professional and institutional requirements to guide, monitor, and document Chaplain Corps training, education, and professional development. Naval Education Training Personnel Development Command maintains a Chaplain Corps Education data base recording the continuing education units (CEUs) earned by chaplains attending PDTCs and PDTWs. Subspecialty codes, AQDs, satisfactory completion of Chief of Naval Education and Training (CNET)/MCCDC courses, earned degrees, and professional credentials are documented in each officer's service record. The professional development pattern and officer career progression for chaplains is based on sequence of duty assignments and training opportunities designed to develop in the individual the highest degree of professional competence, while providing a balance of shipboard, Marine, shore, staff, administrative, technical, and educational experience.

Command Religious Program Personnel Training

Trained volunteers are essential RMT members for many CRPs. Local training prepares CRP volunteers for specific roles within their local CRP. Chaplains and RPs are the primary coordinators for local CRP volunteer training. Volunteer training programs are developed with the same intentionality as prescribed military training for chaplains and RPs. Training requirements, standards, and conditions for volunteer training programs are defined to meet the identified command needs.

Religious lay leader training follows Commanding General (CG) MCCDC prescribed programs for initial certification and annual recertification using CG MCCDC approved curricula. The CG MCCDC, cooperating with CNET, monitors cooperative lay leader training between Navy, Marine, and Coast Guard commands. Lay leader training programs do not diminish the command responsibility for verification of lay leaders' faith group certification before appointment by the commander.

Ecclesiastical/Professional Qualifications

Faith groups require their clergy to maintain professional standards, professional competencies, and/or other qualifications that relate to their position as clergy and the delivery of ministry in the military setting. These professional standards are met through CEUs, annual conferences and meetings, professional retreats and seminars, post-graduate studies, etc.

As professionals in the area of religious ministry, chaplains have the following professional development needs and requirements:

- Spiritual growth and renewal through retreats and religious conferences.
- Intellectual growth through continuing education programs.
- Study and preparation as a part of the daily or weekly routine necessary to prepare for the preaching and teaching aspects of RMS.

Individual chaplains must be proactive in pursuing their own professional development. Chaplains participate in periodic retreats, seminars, workshops, and Navy-sponsored continuing education

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programs. They take advantage of professional training opportunities as available, and communicate with the detailer and community manager concerning their career expectations. Chaplains are authorized official travel orders for the maintenance of their professional credentials, when such travel complies with the current Department of the Navy travel requirements and restrictions.

Joint Training and Professional Military Education

As joint training and education opportunities, operations, and exercises develop and expand, the role of chaplains and RPs will continue to be reshaped and defined. Complete integration of the RMT role in such training is essential for effective and efficient RMS for joint operations. Interservice dialogue and planning for integrated RMT training will continue to expand to meet the emerging requirements. As joint doctrine is developed and revised, the RMS requirements will be identified and defined. Cooperation between the Service component commands and combatant commanders will facilitate the training and preparation for the expanded role of RMS in MOOTW. Joint training for RMS is not so much learning new roles, but adapting the Service-specific RMT ministry skills to meet joint and multinational requirements.

Chapter 6

Logistical Support

Authority

The CRP is an official and integral part of each activity or organization within the Marine Corps. Each commander has the responsibility to ensure that divine services be encouraged and conducted, and to provide logistical support for religious ministries and the RMTs assigned to the command. The cornerstone authority for the commander's direct support of the RMS mission of the Marine Corps is section 0820 of United States Navy Regulations. "The commanding officer shall . . . ensure that chaplains are provided the necessary logistic support for carrying out the command's religious programs to provide maximum opportunity for the free exercise of religion by members of the naval service."

Material Readiness and Accountability

Generally, the senior chaplain or the senior RP of the RMT is designated by the commander in writing as the responsible officer for RMT equipment and assumes responsibility for the care, safekeeping, and maintenance of RMT property. This responsibility pertains to all government property coming into his/her possession from any source, and by any means, until properly terminated. The signature of the designated responsible officer on the proper documents is prima facie evidence that responsibility for the care and safekeeping of the public property has been accepted. A joint physical inventory is conducted annually (or as directed by the commander)

by the responsible officer and the individual holding the property accounts and when the property is transferred to a new designated responsible officer.

Tables of Equipment and Property Accounts

Marine commands/units maintain prescribed T/Es that include the essentials for RMS. RMTs advise the commander and assist the supply officer to ensure the command/unit inventories include all authorized RMS T/E items. RMTs generally maintain custody and ensure the RMS T/E items are properly maintained and ready for deployment. Periodic inspections and assist visits are conducted by the command or higher headquarters to evaluate command readiness including the status of authorized T/E equipment and materials.

Property, furniture, and equipment essential to RMS but in addition to the T/E are also controlled by the unit supply officer and are listed on the command property account. Sub-custody (i.e., signed custody cards) and care of RMS equipment are generally assigned to the command's senior chaplain or RP.

Facilities

The Chief of Chaplains advises the CMC on RMS facilities within the Marine Corps. In consultation with the Chaplain, USMC and the MARFOR chaplains, the Chief of Chaplains also recommends special Chapel Life Extension Program projects, military construction projects, and priorities for chapels and religious support facilities.

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Navy and Marine Corps chapels and religious support facilities are government property and are available for use by any chaplain attached to the command and acting under proper authority. Where size and arrangement permit, and if satisfactory to the command, areas may be set aside and kept permanently rigged to accommodate the private devotional needs of Marines, Sailors, and family members. The senior chaplain of each command prepares schedules of services that provide fair and equitable use of chapels and religious support facilities for the faith groups requiring facilities for worship and other faith group-related activities.

The CRP and religious requirements of military members and their families have priority in the use of chapels and religious support facilities. Chapels and religious support facilities are made available to chaplains of other commands to the maximum extent possible. Facilities are also made available to military members and their immediate families for sacraments, rituals, ordinances, and other religious ceremonies, such as baptisms, weddings, and funerals, at which civilian clergy may officiate.

As government property, chapels and religious support facilities are available for authorized purposes without charge. Because chapels are provided for the free exercise of religion, religious services and activities have priority. Commanders may authorize use of these facilities for any legitimate purpose, such as nonreligious meetings.

Logistical Support

Logistical support of the RMT includes but is not limited to the provision of adequate office space, furniture, equipment, supplies, support services, and transportation to accomplish the com-

mand's RMS mission. Due to the sensitive nature of pastoral counseling and the professional study of chaplains, office spaces for chaplains are generally accessible to Marines, Sailors, and their families while providing sufficient privacy. A separate but adjunct administrative space for the chaplain's office is essential to accommodate the RP's administrative responsibilities and to provide an adequate waiting area. Logistical support for divine services, religious education, personal devotions, group activities, classes, and training require intentional planning and continual upkeep and maintenance. Such basic RMT support as transportation, radio communication (field/deployed), direct phone lines (garrison), adequate office furniture, up-to-date data processing and connectivity are essentials for comprehensive RMS.

Appropriated Funds Management Principles

RMS funding is derived from command operation and maintenance funds. RMS operates within the PPBS. Adequate planning requires the inclusion of the RMSP in the development of the command's budget. In developing the command's design for ministry and the RMSP, the RMT develops the following:

- Working knowledge of the command's calendar for submission to the budget cycle;
- Thorough understanding of the command's mission and operational requirements;
- Clear assessment of the command's composition and the identified religious needs and requirements of assigned personnel; and

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- Functional understanding of the command's supply system and strong working relationships with the supply officer and supply department.

To assist commands in fulfilling this support responsibility, RMTs are aware of current financial policies and annually prepare and submit (as a part of each RMSP) planned CRP fiscal budgets for inclusion in the commands' operational and maintenance funds. To do this effectively, RMTs anticipate their requirements at least a year in advance to ensure the CRP support is included in budgetary planning at the local level. When submitting CRP budgets, RMTs ensure that requirements are detailed, arranged by priority, and accurately estimated. The following steps are crucial to the design of the CRP budget:

- *Determine the needs.* Conduct a comprehensive needs analysis to identify the command's RMS requirements and establish the commander's priorities for RMS.
- *Plan the program.* Develop a comprehensive RMSP based on the commander's priorities, identified needs, command mission, planned training and operations schedule, available assets, and possible contingencies.
- *Match the goals with the funds.* Translate the planned programs into dollar amounts.
- *Submit the RMSP with CRP Budget.* Submit the RMSP for command approval and inclusion in the command's operations and maintenance funds.
- *Implement.* Put the funded programs into operation.
- *Study the results.* By evaluating the effectiveness of the programs, the RMT develops a clear image of requirements and direction for future planning.

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- *Record the process.* Actual expenses and effective programs are documented to assist in future RMSPs and validating budget requirements.

Nonappropriated Funds

Religious Offering Funds (ROFs) provide a vehicle for religious expression. American religious traditions include the concept of stewardship of money or missions requiring financial support, as an aspect of religious life. Making voluntary contributions is therefore a customary part of religious worship for some faith groups. Marines, Sailors, and their families are encouraged to express their religious devotion through direct stewardship and financial contributions to their faith groups. As a matter of policy, deployable commands neither establish nor maintain ROFs due to the inability to provide security and timely administration of the contributions. Contributions made within the context of worship in Marine Corps chapels are administered by the commanding officer/commander under the authority of SECNAVINST 7010.6, *Religious Offering Fund*. This formal instruction provides specific procedures for the administration of these nonappropriated funds.

Chapter 7

Resources and Combat Development Support

In addition to the Chief of Chaplains office, RMTs receive support from various technical agencies. This chapter provides a brief summary of these support agencies.

Armed Forces Chaplains Board

The Armed Forces Chaplains Board (AFCB) is comprised of the Chiefs of Chaplains and the Deputy Chiefs of Chaplains of the Army, Air Force, and Navy, and the Executive Director (nonvoting administrator). The AFCB chair rotates among the Services, as does the assignment of Executive Director, who is the board's only full-time chaplain staff member.

The AFCB advises the Secretary of Defense, through the Assistant Secretary of Defense for Force Management Policy, on religious, ethical, moral, and ecclesiastical matters and coordinates RMS activities and polices within the chaplaincies of the Military Services (DODD 5120.8 series).

Religious Ministries Branch, Doctrine Division, MCCDC

The Religious Ministries Branch, in consultation with the Chief of Chaplains and the Chaplain of the Marine Corps, functions as a proponent for combat development of religious ministries at

MCCDC. This includes performing and providing coordination for the development of doctrine, tactics, techniques, procedures, concepts, strategies, support items, and equipment employed in CRPs throughout the Marine Corps for the spiritual, moral, ethical and psychological rigors to be faced on future battlefields. Additionally, this branch provides subject matter expertise and technical advice to the Chief of Chaplains, the Chaplain of the Marine Corps, the Naval Chaplains School, and the AFCB.

Training and Education Command, MCCDC

TECOM, MCCDC functions as a Training Agency providing support, personnel, facilities, and resources to assist the Chief of Chaplains in meeting these training requirements and standards. The Religious Programs Officer assists the Chief of Chaplains, the Chaplain of the Marine Corps, and the Chaplain Corps' Director of Training and Reserve Affairs (CNO N977) in the development, assessment, and administration of training requirements for identified Basic Marine Battle Skills and RMT-specific expeditionary skills for chaplains and RPs serving in the USMC. In coordination with N977, liaison is maintained with the Naval Chaplains School and Field Medical Service School, East to coordinate required Marine Corps combat skills training, and with Army and Air Force representatives to utilize shared training knowledge and ministry principles.

Chaplain and Religious Program Specialist Expeditionary Skills Training

To meet increasing demands placed on the RMTs serving with the FMF, the Chaplain and Religious Program Specialist Expeditionary Skills Training (CREST) was established in October 1996. The focus of this accession-level training is combat survivability, mobility, and field operations.

The goal of CREST is to indoctrinate and train RMTs in the identified Marine Battle Skills and RMT-unique expeditionary skills needed to provide ministry in an expeditionary environment. Chaplains and RPs receive introductory level training in individual and small unit tactics, military drills, physical training, field ministry support, casualty evacuation, water survival, MOOTW, defensive/offensive combat, field communications, patrolling, land navigation, chemical warfare, USMC customs and traditions, ministry in a combat environment, law of armed conflict, aspects of amphibious operations, field survival, ministry to casualties, and CRP in the Marine Corps Forces. Also, the RPs receive weapons familiarization to include field stripping, cleaning, assembling, and firing the applicable T/O weapon. Upon completion of CREST and incidental driver's course, the RPs are awarded the NEC 2401 and receive their license to drive a tactical vehicle.

Naval Chaplains School Courses

As the Director of Religious Ministries for the Department of the Navy, the Chief of Chaplains establishes requirements for training and educating chaplains and chaplain candidate program

officers (CCPOs). Under the supervision of CNET, the mission of the Naval Chaplains School is to develop, implement, and evaluate appropriate curricula and programs to educate and train chaplains and CCPOs. Major courses of instruction follow.

Chaplains Basic Course

This course indoctrinates new chaplains and CCPOs in military organization and structure to function as junior officers in the sea services. It assists new chaplains and CCPOs to employ their professional skills as clergy in the pluralistic context of the military.

Basic Officer Leadership Training Course

This course is part of the CNO-mandated Leadership Training Continuum. It provides training in the concepts, tools, and practices of effective leadership and management required by division officers. It focuses on leadership models, management skills, communication skills, and personnel issues pertinent to effective leadership and management.

Amphibious/Expeditionary Course

Regardless of their duty station, all new chaplains and CCPOs should be prepared to deploy and serve in amphibious/expeditionary environments. This course provides practical information that enables active and reserve chaplains and CCPOs to serve effectively in the amphibious/expeditionary environments of the amphibious Navy and the Marine Corps forces.

Tools, Empowerment, and Ministry Skills Course

This course provides practical tools that enable chaplains to respond immediately to the needs of commands. Students are certified in PREP, Prepare/Enrich, Character First, and Critical Incident Stress Debriefing. It also includes exposure to CREDO ministry, ethics training, and discussion of various CRP models. This course is for active and reserve chaplains.

Advanced Officer Leadership Training Course (Senior Department Head Version)

This course is part of the CNO-mandated Leadership Training Continuum. It helps mid-grade officers (lieutenant commanders and commanders) enhance their leadership skills and knowledge. Material covered includes naval doctrine, ethics, professional and personal development, leadership, command relationships, and combat and crisis leadership.

Naval Chaplains Staff and Leadership Course

This course prepares mid-career active and reserve chaplains (lieutenant commanders and commanders) for transition to active and reserve leadership, management, and supervisory positions by developing leadership and functional skills for ministry throughout the sea services. Topics include the unique demands of leadership within the Chaplain Corps, ethics, and ministry in MOOTW.

Naval Chaplains Strategic Leadership and Ministry Course

This course prepares senior Navy active and reserve chaplains (captains and captain selects) to serve in leadership positions on large staffs. Such staffs include major manpower claimants, force

commanders, regional commanders, reserve fleet support commanders, and other Navy, Marine Corps, and Coast Guard staffs. Chaplains will be equipped to conduct strategic planning for RMS in their commanders' AORs and to coordinate and supervise the provision of such RMS. Also, students will be equipped to carry out appropriate staff support functions at a senior level, such as advising senior commanders on the moral, ethical, and religious implications of proposed policies.

Professional Development Training Courses and Workshops

These courses and workshops are developed by the Naval Education and Training Professional Development and Technology Center. These annual training events focus on PME and development for Chaplain Corps officers. Conducted at various sites around the globe, these courses and workshops are administered by the Naval Chaplains School.

Chaplain Resource Branch

The Chaplain Resource Branch (CRB) is a Bureau of Naval Personnel Command field activity under the direction of the Chief of Chaplains (CNO N097). The CRB mission is to identify, research, develop, produce, and distribute resources in RMS and professional development of chaplains and RPs. Critical features of the CRB include:

- The Navy Chaplain Corps worldwide e-mail and Internet web page offers immediate communications to active duty and reserve Navy chaplains and instantaneous sourcing of ministry resources via Internet download.

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- “The Navy Chaplain” professional journal.
- Navy Chaplain Corps historical archives.

Navy and Marine Corps Chaplains Religious Enrichment Development Operation

The Chief of Chaplains provides overall CREDO program policy oversight in operational practices, program accountability, and program quality assurance. CREDO provides an assortment of ministries and weekend retreats to active duty, retired, and reserve Navy, Marine Corps, Coast Guard, Army, and Air Force personnel and their family members. CREDO’s mission is to help people grow toward increased functional ability, spiritual maturity, and acceptance of responsibility.

Armed Forces Radio and Television Service

An important element of the Armed Forces Radio and Television Service (AFRTS) mission in serving military members and their families living abroad is to support their access to religious programs. A portion of the broadcast schedule prepared by the AFRTS Broadcast Center (AFRTS-BC) includes religious radio and television programs representing a wide range of traditions.

For effective and balanced presence of religious materials under the AFRTS umbrella, the Army, Air Force, and Navy, in consultation with the AFCB, assign a chaplain (on a rotating basis) as the AFCB liaison to AFRTS-BC. This chaplain reviews potential programming, monitors programs for elements inconsistent with

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AFCB guidelines, and strives to schedule the broadest possible religious programming under the constraints of a very limited programming window.

Religious programming guidelines direct that the programs selected for broadcast should be nonprejudicial, free of solicitation, inclusive in appeal, relevant to the audience, creative, free of charge, and of network broadcast quality. The AFRTS-BC Chaplain welcomes questions, comments, and suggestions. The address is Religious Programming Coordinator, AFRTS-BC, 1363 Z Street, Bldg. 2730, March ARB, CA 92518-2017.

Appendix A

Glossary

Section 1. Acronyms and Abbreviations

AFCB	Armed Forces Chaplains Board
AFRTS.....	Armed Forces Radio and Television Service
AFRTS-BC	AFRTS Broadcast Center
AMD	Activity Manning Document
AOR	area of responsibility
AQD	additional qualification designator
ARB.....	Air Reserve Base
CA	chaplain assistant
CCPO	chaplain candidate program officer
CEU	continuing education unit
CG	commanding general
CMC.....	Commandant of the Marine Corps
CNET	Chief of Naval Education and Training
CNO	Chief of Naval Operations
CRB.....	Chaplain Resource Branch
CRP	Command Religious Program
CREDO	Chaplains Religious Enrichment Development Operation
CREST	Chaplain and Religious Program Specialist Expeditionary Skills Training
FMF	Fleet Marine Force
FMFM	Fleet Marine Force Manual
JP	Joint Publication
MAGTF	Marine air-ground task force
MARFOR.....	Marine Corps forces

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MCCDC..... Marine Corps Combat Development Command
MCDP Marine Corps Doctrinal Publication
MCFTB Marine Corps Family Team Building
MCO Marine Corps Order
MCWP Marine Corps Warfighting Publication
MOOTW military operations other than war

NEC Naval Enlisted Classification
NGO nongovernmental organization
NPS..... New Parent Support

PDTC Professional Development Training Conference
PDTW Professional Development Training Workshop
PPBS..... Planning, Programming, and Budgeting System
PME professional military education
PREP Prevention and Relationship Enhancement Program
PVO private voluntary organization

RMS..... religious ministry support
RMSP religious ministry support plan
RMT religious ministry team
ROF Religious Offering Funds
RP Religious Program Specialist

SECNAVINST Secretary of the Navy Instruction

T/E table of equipment
TECOM Training and Education Command (MCCDC)
TFSD Total Force Structure Division (MCCDC)
T/O..... table of organization

USMC..... United States Marine Corps

Religious Ministry Support in the USMC

Section II. Definitions

administrative function—Administer and manage all aspects of the command's religious ministry support mission to include: the command religious program and budget, reports, liaison with appropriate agencies and organizations (relating to religious ministry support), assigned religious ministry support (RMS) facilities and equipment, evaluations, RMS readiness inspections, RMS coordination, and other command duties and requirements as appropriate.

clergy—As used in doctrine publications, refers to all professionally qualified religious leaders/representatives endorsed by religious faith groups for chaplaincy.

command advisory function—Advise and provide counsel to the commander on personal, family, and unit readiness, including the religious ministry support mission and requirements, morale, moral and ethical issues, core values, and religious ministry support personnel, resources, and logistics.

command chaplain—The senior chaplain assigned to or designated by a commander of a staff, command or unit tasked to provide religious ministry support to the unit or command.

command chaplain of the combatant command—The senior chaplain assigned to the staff of, or designated by, the combatant commander to provide advice on religion, ethics, and morale of assigned personnel and to coordinate religious ministries within the commander's area of responsibility. The command chaplain of the combatant command may be supported by a staff of chaplains and enlisted religious support personnel. (JP 1-02)

command religious ministries department—Consists of the chaplain(s), Religious Program Specialist(s), and other designated

command members (e.g., chaplain's assistants, civilian staff, appointed lay leaders, volunteer military and civilian personnel) assigned to provide religious ministry support for the command. The composition of each Command Religious Ministries Department (CRMD) is determined by the command's mission and table of organization. Each CRMD will have a minimum of one assigned Navy chaplain. The command chaplain serves as the Department Head (or equivalent) for the CRMD. (Navy Commands)

command religious program—The command's comprehensive formulated plan for religious ministry support. The command religious program (CRP) is based on an intentional design for ministry developed by the command religious ministries department/religious ministry team and authorized by the commander to ensure the functional elements of religious ministry support are planned, programmed, budgeted, and implemented to meet the identified religious ministry support requirements of the command. The CRP is developed from the seven functional ministry elements and the eight operational religious ministry principles. The CRP is reviewed annually with planned ministry objectives, programs, budget, and a plan of action approved by the commander.

confidential—Black's Law Dictionary defines confidential as "entrusted with the confidence of another or with their secret affairs or purposes; intended to be held in confidence or kept secret; done in confidence." Chaplains are obligated to remember that confidential communication is made under circumstances in which the speaker intends for the statements to remain confidential. These moral principles apply whether the communication is oral or written.

design for ministry—A comprehensive document identifying a command's religious ministry requirements, mission, program goals, planned ministry objectives, ministry programs, plan of action and milestones, religious ministry support (RMS) budget proposal, an RMS spending plan.

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free exercise of religion—The term “free exercise of religion” refers to the constitutional guarantee that each citizen has the right to hold, practice, and express the tenets of his or her religion or religious beliefs within the restrictions of applicable laws and military regulations. “Congress shall make no law respecting an establishment of religion, or prohibiting the free exercise thereof; or abridging the freedom of speech, or of the press; or the right of the people peaceably to assemble, and to petition the Government for a redress of grievances.” (First Amendment U.S. Constitution)

joint operations—A general term to describe military actions conducted by joint forces, or by Service forces in relationships (e.g., support, coordinating authority), which, of themselves, do not create joint forces. (JP 1-02)

Joint Operation Planning and Execution System—A continuously evolving system that is being developed through the integration and enhancement of earlier planning and execution systems: Joint Operation Planning System and Joint Deployment System. It provides the foundation for conventional command and control by national-and theater-level commanders and their staffs. It is designed to satisfy their information needs in the conduct of joint planning and operations. Joint Operation Planning and Execution System (JOPES) includes joint operation planning policies, procedures, and reporting structures supported by communications and automated data processing systems. JOPES is used to monitor, plan, and execute mobilization, deployment, employment, and sustainment activities associated with joint operations. Also called JOPES. (JP 1-02)

lay leader/religious lay leader—A volunteer command member appointed in writing by the commanding officer and supervised and trained by the command chaplain to serve for a specified period of time to meet the requirements of a particular religious faith group when military chaplains or civilian clergy are not

available. The lay leader may conduct services, but may not exercise any other activities usually reserved for the ordained clergy.

lay-led religious service—A religious/faith group service conducted by a command-appointed religious lay leader. Lay-led services are not equivalent to divine services conducted by chaplains or ordained civilian clergy. Lay-led services are subject to chaplain supervision. Lay-led services constitute temporary accommodation of specific religious needs.

operational religious ministry—Whereas religious ministry support (RMS) includes the entire spectrum of tasks and activities required to accomplish the Marine Corps religious ministries mission, operational religious ministry includes those tasks and professional services performed by the religious ministry team in direct support of the Marines, Sailors, family members and other authorized personnel of the command to which they are assigned. It includes, but is not limited to, such RMS activities and programs as divine services, sacraments, rites, ordinances, pastoral counseling, visitation, religious and morals education, ethics education, critical incident debriefings, and advising the commander on religion, ethics, morals, morale and indigenous religions and customs.

operational religious ministry principles—Principles are defined as the personal or specific basis of conduct or operation. A principle is an accepted or professed rule of action or conduct. The eight operational religious ministry principles are the basis for the conduct of religious ministry support in the Marine Corps. Chaplains and RPs bring these principles to bear on every aspect of their ministry to the men and women they serve. The eight operational religious ministry principles are: intentionality, mission and focus of effort, planning, communication, professional competence, sustainment, operational mobility, and mutual support.

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outreach function—Provide and facilitate programs that nurture, develop, and reinforce the spiritual development of servicemembers and their family members, encouraging and enabling interpersonal communication and personal growth.

pastoral care and religious accommodation function—Provide pastoral care and facilitate the free exercise of religion for service members, their family members and authorized personnel in accordance with the provisions of Department of the Navy directives, instructions, and orders.

planned ministry objective—A clearly defined statement of purpose for a command religious program (CRP) program based on an identified religious ministry requirement or need.

privileged communication—Known by various terms such as “religious privilege,” “priest-penitent privilege,” or “clergy privilege,” confidentiality enters the legal realm when information is sought as evidence. Military Rules of Evidence (M.R.E. 503) defines the chaplain-penitent privilege for military chaplains and servicemembers. This rule recognizes that certain communications to clergy should be held confidential as a matter of public policy and outweighs the government’s interest in securing a criminal prosecution. The chaplain, the penitent, and even certain third parties present during the communication cannot be compelled to disclose qualifying communications. “Privilege” is applied when a communication is made to a chaplain in his/her capacity as a spiritual advisor or to a chaplain’s assistant acting in an official capacity.

religious accommodation—To provide suitably or supply the doctrinal or traditional observances of the religious faith practiced by individual members when these doctrines or observances will not have an adverse impact on military readiness, individual or unit readiness, unit cohesion, health, safety or discipline. Accommodation of a member’s religious practices can-

not be guaranteed at all times but must depend on military necessity. Determination of necessity rests entirely with the commanding officer.

religious ministry function—Provide and facilitate operational religious ministry, worship, prayer, spiritual direction, sacraments, ordinances, and/or practices to the faithful in accordance with the tenets and direction of one's faith group as appropriate within the Department of the Navy.

religious ministry support—The entire spectrum of professional duties to include providing for facilitating essential religious needs and practices, pastoral care, family support programs, religious education, volunteer and community activities, and programs performed to enhance morale and moral, ethical and personal well being. Enlisted religious support personnel assist the chaplain in providing religious ministry support. (JP 1-02)

religious ministry support functions—The seven organic components of religious ministry support that constitute the command religious program. These functions include command advisory, religious ministry, outreach, Pastoral care and religious accommodation, training and education, supervisory, and administrative. Each function includes the related religious ministry team tasks, command religious programs, and professional services that meet the command's religious ministry support requirements and the personal needs of the command personnel and family members.

religious ministry support plan—A plan that describes the way in which religious support personnel will provide religious support to all members of a joint force. When approved by the commander, it may be included as an annex to operation plans. (JP 1-02) [NOTE: In this publication, the plan for religious ministry support for an identified operation or exercise. The RMSP, when approved by the commander, is included as Appendix 6 to Annex

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E to operation plans and/or operation orders. The RMSP, as a supplement to the CRP, addresses the unique RMS requirements and provides the commander with plan(s) of action to meet identified RMS requirements and identifies any additional support needed to execute the plan(s) of action.]

religious ministry team—Consists of the chaplain(s), Religious Program Specialist(s), and other designated command members (e.g., chaplain’s assistants, civilian staff, appointed lay leaders). Each religious ministry team’s (RMT’s) composition will be determined by the command’s mission and table of organization. Each RMT will have a minimum of one assigned Navy chaplain.

Service component command chaplain—The senior chaplain assigned to the staff of, or designated by, the Service component commander. The component command chaplain is responsible for supervising and coordinating religious ministries within the purview of the component commander and may be supported by a staff of chaplains and enlisted religious support personnel. (JP 1-02)

supervisory function—Supervise the work and professional development of religious ministry support personnel (military and civilian, employed and volunteer) and other command personnel as assigned in accordance with Department of the Navy policy and guidance.

training and education function—Provide and facilitate training opportunities, as required, for: religious instruction and education; moral and ethical reasoning; spiritual aspects of core values; religious ministry support personnel; religious lay leaders; personal spiritual development; personal and family readiness.

Appendix B

References and Related Publications

United States Statutes

United States Code Title 10, subtitle C, part II, section 6031,
chapter 555, Chaplains: Divine Services

Manual for Courts-Martial, Military Rule of Evidence 503

Department of Defense Directive (DODD)

- 1015.1 Establishment, Management, and Control of Nonappropriated Fund Instrumentalities
- 1300.15 Military Funeral Support
- 1300.17 Accommodation of Religious Practices within the Military Services
- 1304.19 Appointment of Chaplains for the Military Services
- 1325.7 Administration of Military Correctional Facilities and Clemency and Parole Authority
- 1332.31 Administrative Separation of Chaplains upon Loss of Professional Qualifications
- 5120.8 Armed Forces Chaplains Board Charter

Department of Defense Instruction (DODI)

- 1330.7 Visits of Civilian Religious Leaders to Military Installations in Overseas Areas

Department of Defense (DOD) Regulation

- 5500.7-R Joint Ethics Regulation (JER)

Joint Publication (JP)

- 1-02 DOD Dictionary of Military and Associated Terms
1-05 Religious Ministry Support for Joint Operations

Naval Military Personnel Manual (MILPERSMAN)

- 1440-010 Change in Rating, Authorization (NAVPERS 15560C)
1730-010 Use of Lay Leaders in Religious Services (NAVPERS 15560C)
1731-010 Observance of the Sabbath
1731-020 Observance of Religious Holy Days
1900-020 Convenience of the Government Separation Based on Conscientious Objection (Enlisted and Officers)
1910-110 Separation by Reason of Convenience of the Government Hardship
6320-010 Immunization Waivers

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NAVPERS Manual

- 15555C Navy Military Funerals
- 15607C Casualty Assistance Calls Officer Handbook
- 15665I United States Navy Uniform Regulations
- 15839II Manual of Navy Officer Manpower and Personnel Classifications (Volume 1)
- 15956D Navy Funerals at Arlington National Cemetery
- 18068F Manual of Navy Enlisted Manpower and Personnel Classifications and Occupational Standards, Volume 1, Navy Enlisted Occupational Standards

Navy/Marine Departmental Publication (NAVMC)

- 2691 Marine Corps Drill and Ceremony Manual

Secretary of the Navy Instruction (SECNAVINST)

- 1300.13 Navy Personnel Augmentation of the Fleet Marine Force (FMF)
- 1640.9 Department of the Navy Corrections Manual
- 1730.3 Employment of Civilian Clergy
- 1730.6 Visits of Civilian Religious Leaders to Military Installations in Overseas Areas
- 1730.7 Religious Ministry Support within the Department of the Navy
- 1730.8 Accommodation of Religious Practices

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- 1752.3 Family Advocacy Program
- 1752.4 Sexual Assault Prevention and Response
- 1900.10 Administrative Separation of Chaplains upon Removal of Professional Qualifications
- 4651.8 Attendance at and Participation in Meetings by Military Personnel
- 5216.5 Department of the Navy Correspondence Manual
- 7010.6 Religious Offering Fund

SECNAV Notice

- 1730 Holy Days and Days of Religious Observance

Chief of Naval Operations Instruction (OPNAVINST)

- 1610.10 Navy Performance Evaluation and Counseling System
- 1640.19 Administration of Naval Consolidated Brigs
- 1730.1 Religious Ministries in the Navy
- 1730.10 Participation of Inactive Naval Reserve Chaplains at Military Funerals
- 3591.1 Small Arms Training and Qualification
- 6110.1 Physical Readiness Program Bureau of Naval Personnel (BUPERS) Instructions

Bureau of Medicine and Surgery (BUMED) Instruction

6230.15 Immunizations and Chemoprophylaxis

Marine Corps Doctrinal Publication (MCDP)

5 Planning

Marine Corps Order (MCO)

P1000.6 Assignment, Classification, and Travel Systems Manual (Short Title: ACTS MANUAL)

1510.102 Individual Training Standards (ITS) System for Chaplains Assigned to the Marine Corps

1510.109 Individual Training Standards (ITS) System for Religious Program Specialists Assigned to the Marine Corps

P1020.34 Marine Corps Uniform Regulations

1730.6 Command Religious Programs in the Marine Corps

1752.1 Marriage in Oversea Commands

P1900.16 Marine Corps Separation and Retirement Manual (MARCORSEPMAN)

P3040.4 Marine Corps Casualty Procedures Manual (Short Title: MARCORCASPROC MAN)

3574.2 Entry Level and Sustainment Level Marksmanship Training with the M16A2 Service Rifle and M9 Service Pistol

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- 5311.1 Total Force Structure Process (TFSP)
- 5360.10 Conduct of Funerals for the Commandant of the Marine Corps, Former Commandants of the Marine Corps, and Marine Corps Four Star Generals
- 6320.3 Hospital Visitation Program Resources

Fleet Marine Force Manual (FMFM)

- 3-6 Religious Ministries in the Fleet Marine Force
- 3-61 Ministry in Combat

Miscellaneous

Book of Worship for United States Force

Marine Corps Manual, paragraph 2816, Chaplains
and Religious Affairs

U.S. Navy Regulations, 1990